

**Giant Impact Address
Servant Leadership
St. Regis Hotel, Washington D.C.
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As Delivered Remarks by LTG William Caldwell, IV.**

Good morning.

I'm not actually here this morning, this is my hologram – I'm actually out on the National Mall in the rain preparing to give my remarks at the base of the Lincoln Memorial in the rain. To David Hoyt, your decision to make the switch and do this event inside displays great leadership! After 32 years of doing maneuvers in the field during the rain, I applaud your judgment – good call!

First, let me say what an honor it is to engage with such a distinguished group of leaders. There is a lot I could learn from this audience. I see myself as a facilitator rather than your guest speaker.

I have been a combat arms officer my whole career. When my boss told me that in my new job as the Combined Arms Center Commander at Fort Leavenworth I would be in charge of all leader development and education throughout the Army, and in charge of all leader preparation prior to deployments I was a little overwhelmed.

John, I've been a fan of your leadership principles for years, and several of your books are in my home and office. In fact, just recently I have included references to them in several of my blogs and speeches.

When this opportunity presented itself for me, I was thrilled. I cannot think of anyone who understands leadership any better than John Maxwell. It is a real honor to be here in DC we are surrounded by monuments to our forefathers and to our brave Soldiers, which set a stage I'm afraid I'm not worthy of speaking from.... yet it reminds us of their leadership, selfless service, and heroic virtue they represent.

This is a city rich in history and symbolism – the WWII Memorial, the Korean War Memorial, and the Vietnam War Memorial...with names etched in black granite, all symbolize the incredible sacrifice of our sons and daughters. The job of educating, training, and preparing our men and women in uniform is one we take very seriously.

Generations of Americans have brought their children to this city to teach them about what it means to be an American... tenets like:

- public service
- leadership
- virtue
- and sacrifice

How appropriate as we strive to maintain the strength of our great Nation that we also plant the seeds of patriotism, duty, and honor in our youth.

I'm excited about where we are as a Nation. Our country just went through an election process and we now have a new President-elect. As you travel the world and you see how other countries do this election process, it truly makes you appreciate our system. Al-Jazeera English, which I watch daily in my office, didn't think this country could elect an African American President. What the Middle East is saying about us as a Nation now is absolutely fascinating.

Recent events give us a challenging backdrop for a leadership seminar – you're probably not here celebrating record years in sales, civic leaders are trying to figure out how to keep up programs and infrastructure with dwindling budgets, and likewise there is tremendous stress on our military families and those fighting after seven years of persistent conflict following 9/11.

These are in fact truly challenging times to lead, and those who comprise our organizations are looking to us for answers, for a vision....a way back to the peace and prosperity Americans have come to enjoy.

Do we circle the wagons? Do we only trust our closest inner circle? Do we focus on just the bottom line?

Or do we give away our power base to others at a time when that seems most risky? Do we mentor and develop the next generation of leadership who will lead through tomorrow's crisis? Do we focus on serving the needs of others?

I recently read a great book by the Greenleaf Institute entitled "The Case for Servant Leadership" by Kent Keith, and I'd like to share a quote that really struck me – "The most effective leaders do not seek power, wealth, or fame – they seek to make a difference in the lives of others.

I had to pause and reflect on my own career and life and how I have embodied servant leadership in my life and how I would define it.

As I reflect on this, I believe a servant leader is one who must demonstrate in their daily lives an attitude of Be, Say, and Do. These traits are what separate the good leaders from the extraordinary leaders.

- First, a servant leader must: BE
- BE Humble:
 - My young children at home have a way of bringing me back down when I walk in the front door at night because when I'm at home I'm just "dad"
 - Considering others first...put their needs above your own
 - Never take yourself too seriously

- BE Teachable:
 - Willingness to learn from others. I've found I often times learn the most from talking with our new Soldiers and officers. When I was the Multi-National Force – Iraq spokesman, a young 23 year old contractor came up to me and asked me if we'd ever thought about using U-Tube to tell the story of the American Soldier. I said U what?
 - I had never heard of U-Tube, but after a quick tutorial we approved this young man to build and hang videos on the site. I was not the expert at new media, but I was willing to learn. Just recently at Fort Leavenworth, we hired a young man who was previously a newspaper reporter but was a savvy blogger to work on our team as a new media specialist.
 - Seek knowledge from all sources: Reading, writing, listening (Reflect, Rebalance, Refocus)
- BE Yourself:
 - Leaders must seek out the unique skills of those who work for them. Find their strengths and then bring them out
 - Maximize your own strengths
 - Each of us is a unique individual—diversity builds the team's strength
- BE an Example:
 - Actions must reflect words...professionally, personally, and spiritually
 - Your organization will reflect your attitude—whether you like to believe it or not. When I was the 82nd Airborne Division Commander, we had a new battalion commander take over what was clearly the worst battalion in the division and within 90 days, he instilled pride in the unit and it quickly became the best battalion in the division.
 - As leaders in your organizations, others will observe you, and they will follow your example.
 - In the Army, we have seven Army Values leaders are to live by and we use the acronym LDRSHIP to codify them - (Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage).
 - We teach these values to all of our new recruits
 - We must live these values every day. Who we are at home should be the same person we are at work.
 - You have the opportunity to mentor and shape others, and the power of your work may very well cascade for generations.
- BE where you are least expected:
 - Share challenges and hardships of your team. When I was the 82nd Airborne Division Commander, my division command sergeant major and I would regularly hop in our HUMMWV and roll out to the training areas to be with the Troopers training in the rain, snow, and heat. It is important to share hardships with those who work with you.
 - Your presence reflects approachability and concern. Visit your folks when they are in the hospital with an illness or a birth, ask about the lives of their family members, be aware of the situations in their lives, and not just the profit margin or the bottom line.

Second, a servant leader must: SAY

- SAY Thank You...Great Job:
 - Write thank you notes...recognize contributions
 - Can never say thanks enough no matter how small the contribution
 - When I first showed up at Fort Leavenworth there was no system to recognize the outstanding work of others. We now have a formal system and we give out a weekly "Unsung Hero" award. A story that gave me great personal satisfaction was when we presented a young civil servant an award for outstanding service and he immediately emailed me on my personal account and told me of a co-worker with over 15 years in our organization with no personal recognition for her hard work. Later that week, our team presented her an award for her service and gave her a medal. She cried when she received the award because it meant so much to her. It wasn't us that knew about her or thought to recognize her initially – others did it....a culture was slowly changing.
- SAY what you mean...mean what you say
 - Provide clear guidance
 - Outcome you desire

Third, a servant leader must: DO

- DO put others first
 - Remember you serve others.
 - We are promoted and given increased power and authority to use it to help others....to do good
 - Leaders should work hard to help others
- DO remember it's a team effort...we are all in the people business...
 - It's not about me...it's about the organization
 - Do give up individual self interest for the good of the team
 - Together Everyone Accomplishes More
- DO maintain a balance in your life
 - Leaders must achieve a balance and this must be demonstrated – if you don't model it, neither can your subordinates
 - My first marriage failed, and unfortunately I learned too late the importance of maintaining balance in my life. Now I make every effort to get back for my sons' soccer games, or my daughter's brownie induction ceremony, changing schedules or flights around to accommodate my family.
 - Reconnect with your spouse and family

Along with this attitude of Be, Say, and Do, a Servant Leader must have a Vision. A vision is a defining characteristic necessary for a strategic leader to change a culture.

- If you don't have one, get one!!! Not an attitude...but a vision...
- Without a vision the people will perish and the organization will flounder

- Your vision is the unifying energy of the organization and allows the synergy of all the parts to achieve the goal.
- At the Combined Arms Center I established three main priorities for the command when I arrived: leader development, utilizing a comprehensive approach to address stability operations, and utilizing the information domain to strategically communicate and tell the story of the American Soldier.
- I regularly talk with the Chief of Staff of our Army, General Casey to address the continuing need to change the culture of our organization at the Combined Arms Center and our Army.
- And that vision is greatly influenced by how each of us defines success in our lives... Is it greater profits? Is it increased productivity? Is it greater market share?

It is important to note, you need to know how to define success because it will drive so many important decisions. It will impact every decision you make as a leader. How does a servant leader define success? A servant leader defines it as serving others.

Servant leadership is not about achieving rank, promotions, or getting the next job. Servant leadership is about helping others reach their fullest potential....we are promoted so that we can better serve others, to use our power and authority for others.....gauge your success by how well your subordinates do. If my subordinates succeed, then I have been successful.

Thank you for the opportunity to be with you today. I will be glad to take your questions.

As I close today, I would like to tell you about an ultimate act of selfless service...

Specialist Ross H. McGinnis, a 19 year old Soldier from Knox, PA, an ordinary young man, did something extraordinary for his fellow Soldiers in Iraq. Ross was a gunner in a HMMWV on a Baghdad street when a grenade was thrown from a rooftop and dropped into the turret on his truck. He immediately yelled, "grenade" to the other four crewmen in the truck.

Ross started to jump out the top to safety when he looked down and realized his buddies hadn't heard him through the intercom system – they weren't responding to his warnings; they didn't realize the imminent danger they were all in. Ross immediately dropped back down into the turret and selflessly smothered the grenade with his body, absorbing the full impact of the blast himself. He died minutes later from his injuries. His buddies all survived, virtually unscathed because of his heroic actions.

For his actions that day he received our nation's highest award the Congressional Medal of Honor. During a ceremony at the White House dedicated to Specialist McGinnis, an Army General said to the assembled group, which included the Soldiers Ross McGinnis had saved, "Every morning for the rest of your lives you should wakeup and thank Specialist McGinnis for what he did for you."

Specialist McGinnis' father, Tom McGinnis, spoke after the General and said, "With all due respect to the general, I could not disagree with him more. Guys, he said to the four

Soldiers whom McGinnis had saved, live your lives. Accept what my son did for you as a gift and go on with your lives.”

Powerful words for each of us to apply, wouldn't you agree?? Life is a gift. Live it without looking back.

Thank you again. May God bless you, and may God bless America!